

18 OCTOBER 1983

ROUTING AND TRANSMITTAL SLIP

Date

18 October 19

TO: (Name, office symbol, room number, building, Agency/Post)		Initials	Date
1. Director of Medical Services 1 D 4061 Hqs			
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REMARKS

DD/A Registry

83-4592

Per our discussion this morning, may I please have your comments regarding the proposal to place Safety Staff in the Office of Medical Services.

Jim

/SS

ADDA/JHMcDonald:cn (18 Oct 83)

Distribution:

Orig YRS - D/OC, D/ODP w/atts

1 - DDA Subject w/atts

1 - ADDA Chrono

Atts: Extract on Safety from OS IG

Report, Sep 81; MFR from

Management Staff Activities, dtd 11 Aug 83; HR

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Name, org. symbol, Agency/Post

H. McDonald, Acting Deputy for Administration

Room No.—Bldg.

7 D 24 Hqs

Phone No.

OPTIONAL FORM 41 (Rev. 7-76)
Prescribed by GSA
FPMR (41 CFR) 101-11.206

* GPO : 1981 O - 361-529 (148).

TO: (Name, office symbol, room number, building, Agency/Post)		Initials	Date
1. Chief, Safety Staff			
2.			STAT
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Action	File	Note and Return	
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As Requested	For Correction	Prepare Reply	
Circulate	For Your Information	See Me	
Comment	Investigate	Signature	
Coordination	Justify		

REMARKS

DD/A Registry

83-4592

John,

Per our discussion this morning, may I please have your comments regarding the proposal to place the Safety Staff in the Office of Medical Services.

STAT

cc: D/QMS

1. EO/DDA
2. Registry

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)

James H. McDonald, Acting Deputy Director for Administration

STAT

STAT

5041-102

OPTIONAL FORM 41 (Rev. 7-76)
Prescribed by GSA
FPMR (41 CFR) 101-11.206

* GPO : 1981 O - 361-529 (148)

SECRET

SAFETY

*TG Report
Sept 81
Office of Security*

"Budgetary limitations were cited in 1963 as the reason why the Agency could not strengthen its Safety Program. The same may hold true today. Nevertheless, it should be clearly recognized that the Safety Program is inadequate and will remain so until the recommendations of the McIntyre Report are largely implemented."

(from the Inspector General's Report of Survey of the Office of Security, dated June 1967)

Major deficiencies in the Agency's Safety Program, in addition to the quotation above, have been identified in:

- The "McIntyre Report"—a comprehensive examination of the Program done in 1963;
- Inspector General survey reports of the Office of Security in 1967 and 1973;
- Department of Labor (OSHA) evaluation reports of 1974 and 1977; and
- An independent evaluation by the International Loss Control Institute (ILCI) completed under contract for the DDA in January 1979.

Resources

The Agency's Safety Program still suffers from insufficient resources. At the present time, the Safety Group finds it impossible to inspect all high-hazard facilities on an annual basis or to give attention to other problem areas such as motor vehicle safety. The Safety Group proposed an enhanced budget for FY 1983 to provide eight additional positions (for a total of 15) and increased funding for training, travel, and equipment to bolster technical guidance and assistance and to conduct inspections. This proposal was not included in the OS Program Submission for FY 1983.

A current example of a safety problem came to our attention early in May. We found that none of the 16 Headquarters Building elevators had an official inspection

by GSA since 15 August 1979. This is in violation of the national safety code,* which calls for passenger elevators to be inspected every six months. This is a matter of particular concern because a GSA elevator repairman was found in 1979 to have deliberately tampered with the sequencing mechanism of some elevators. We were told that there have also been incidents of posted notices disappearing from elevators and some emergency lights not working.

The Deputy Chief of the Safety Group responded promptly when we advised him that these 20-year-old elevators hadn't been inspected in almost two years. The Safety Group once more acknowledges that it lacks the resources to keep on top of periodic safety surveys—even here at Headquarters. In May 1981 we were told that the GSA Building Inspector was scheduling them to be inspected, and this was finally accomplished in August.

Quite apart from the internal Safety Group resource problem, Agency components do not, as a rule, budget adequately for safety. When safety inspections are conducted and recommendations are made to correct unsafe or unhealthy conditions, components generally are willing but often are unable to comply for lack of resources. OMB Circular A-11 instructs organizations to provide adequately for safety and health requirements in formulating their budget estimates, but most Agency components evidently find it difficult to identify such requirements far enough in advance for budget purposes. Moreover, the Comptroller believes that budgeting for correction of unspecified safety deficiencies by major Agency components would risk the loss of such funds during the external budget review process.

*American National Standards Institute (ANSI) safety code for elevators.

Organizational Placement

Previous IG reports as well as OSHA evaluations have argued that the safety function is placed at too low a level in the Agency's organizational structure to effectively carry out an Agency-wide program. Moreover, the Safety Group, because its responsibilities are outside the mainstream of its parent office, is a stepchild in the Office of Security. This is not a criticism of Security. We would also observe that perceptions of the Safety Group's role are blurred by its association with Security, and that security and safety interests are not always parallel.

Both the OSHA and ILCI report specifically recommended that the chief of the Agency's safety unit should report directly to the DDA (if not the DCI). The rationale for this recommendation, as described in the ILCI Report at least, was that the primary role for safety, as consultant and program auditor, cannot be carried out effectively at a significantly lower level in the organization.

DDA management in the past has maintained that the existing structure is adequate and that there is no need to create another directorate-level staff. It is pointed out that considerable progress has been made over the years. The safety unit, which for years had only two officers and a clerk, now has seven full-time personnel including an industrial hygienist. Organizationally, it has moved up from being a branch within the Physical Security Division to become a group directly under one of the functional OS deputy directors. Another initiative has been the recent establishment of an inter-directorate Safety Committee, chaired by the ADDA. Such a committee has existed in one form or another since at least 1973. To the extent that the newly constituted committee can focus top management attention on safety, it is a step in the right direction.

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Compliance

But there is a great deal more that needs to be done. The Agency currently is not in compliance with the Occupational Safety and Health Act of 1970, as defined in Executive Order 12196 of 26 February 1980 and 29 CFR 1960. CIA is not alone in this respect, nor is it reasonable to expect that the Agency can correct this situation overnight. The ILCI study, for example, laid out suggestions for a phased approach over five years. The basic program, geared to meet minimum requirements imposed by law (but never implemented), would involve some 43 suggested actions to be taken over a two-year period. The study noted the Safety Group's lack of clout, lack of priority, and lack of resources to carry out an effective safety program.

As indicated above, the predominant view of those who have previously evaluated the Safety Program is that the CIA Safety Officer should report directly to the DDA. The ADDA has expressed his own reluctance to establish another directorate-level staff. He would prefer to try to bring about a more effective Safety Program through the newly constituted Safety Committee.

Safety Record

Quite apart from the issue of compliance, it is certainly in the interest of the Agency to protect its people and resources. Hazards vary, but they do exist throughout the Agency's domestic and overseas facilities—chemicals, gas, dust, ordnance, electrical, vehicle, and mechanical hazards as well as slips and falls, fires, and occupational illnesses. [REDACTED] ILLEGIB

[REDACTED] During the past three years, there have been some 25 hearing-loss cILLEGIB principally from communicators. Table 9 provides a Summary of CIA Occupational Injuries and Illnesses, Accidents and Fires for the past four years. Of particular significance are the fatalities in 1977 and 1978, the costly fires in 1979, and the frequency

of motor vehicle accidents in 1980. A well administered Safety Program emphasizing preventive measures should be cost-effective from the standpoint of avoiding such losses and claims. If the administration of the Safety Program over the years has proved inadequate to the task—as our own safety specialists and external evaluations tell us—then prudence dictates that a change be made.

Recommendation #22

We recommend that the DDA transfer the existing Safety Group from the Office of Security to an appropriate position within the DA where it will have the visibility and influence needed to carry out an effective CIA Safety Program. Concurrently, the DDA should determine what resources are needed by the Group to maintain an adequate periodic safety survey program.

C-O-N-F-I-D-E-N-T-I-A-L

11 August 1983

MEMORANDUM FOR THE RECORD

SUBJECT: Management Staff Activities

1. A meeting on the subject was held on 26 July 83. In attendance were:



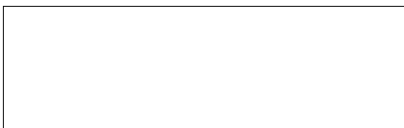
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2. [] opened the meeting by stating that the Management Staff should be doing more in the areas of Directorate-wide studies, objective analysis, and exploring topics of concern to the DDA and ADDA. As an example of the types of studies, he suggested that the reorgnaization of the Directorate might be a useful topic.

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3. The proper location of the Safety Staff was used as a point of departure for this discussion. After some deliberation, all parties agreed that the Safety Staff should probably be placed within the Office of Medical Services (OMS). This is because the Safety Staff's "charter" is concerned with the health and well being of Agency employees as is OMS, some of its services are parallel to those of OMS, and organizationally, a better coordinated safety program would result with Safety Staff being part of OMS. Given the latter's relatively small size, it could easily absorb the Safety Staff.

4. Other Directorate organizational matters were then discussed. One of the subjects discussed was the possibility of a "universal MZ career service" for computer professionals. This concept is by no means new, but the rapid increase in automation and need for hardware/software expertise throughout the Agency have highlighted the perceived problem. Components are creating data processing positions, in some cases, filling them with former ODP personnel. The result is that there are discrepancies in pay and benefits because of the inability of many components to adequately evaluate data processing performance. It is felt that like finance officers, all data processing professionals should belong to one career service so that equitable personnel practices can be exercised, standardized data processing practices can be enforced as necessary, and a service "pool" can be provided to better meet overall Agency needs.



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5. Finally, the question of the overall DA organization was discussed. Perhaps the Directorate should be organized in a more functional manner--Financial Services, Physical Services, Personnel Services, Information Services, and Other Services, for example. One of the factors to be considered is the fact that currently some offices have both a regulatory/enforcement responsibility as well as support responsibilities. Therefore, a structure which more clearly isolates these two responsibilities into separate entities might be worth pursuing. All agreed that this matter required more thought and all would consider the various factors involved as they surfaced in day-to-day operations.

6. The group will reconvene soon to continue this discussion in late September or October.



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DDA/MS

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